



OFFICE OF THE  
**UTAH STATE AUDITOR**

July 13, 2016

Members of the Government Operations Interim Committee:

In response to a request regarding topics for possible study during the interim, the following is provided:

**Operational Activities**

- Study ways to improve the support of multiple government employers within the State's support services.
- Study whether the State is collecting too much data on its citizens and the risk created by the aggregation of this data.
- Study consolidated service centers rather than agency-based service offices.
- Study the use of outcome-based performance management for state government.
- Analyze the aggregate value of welfare benefits for any given recipient.
- Study future steps in increased governmental transparency as well as greater cost transparency, activity-based cost allocation, and location-based cost tracking.
- Study operational reforms for the Department of Alcoholic Beverage Control which allow it to function more like a retail operation including budget management; inventory practices; employee hiring, compensation, and status; and monitoring key performance indicators.

**Employment Practices**

- Review employee compensation, particularly the structure and division between salary and benefits.
- Study changing job market demands.
- Study Career Service – its purpose, its limitation, and possible reforms.
- Study the use of the Executive Compensation Commission to recommend compensation guidelines or limits for independent entities and local governmental entities.
- Study the impact of automatic uniform pay increases on employee performance and management performance.

Please let me know how I can be of further assistance.

John Dougall  
State Auditor